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10 December 1951

MEMORANDUM FOR: Executive Secretary, Career Service Committee

SUBJECT : A Program for the Establishment of a Career Corps in the Central Intelligence Agency

1. It appears to me that the best way by which the United States can obtain and retain a group of individuals competent in the complex and difficult field of intelligence is to establish a career corps in the Central Intelligence Agency. I think this is particularly true of those who must become proficient in the highly specialized technical fields which are basic to a successful intelligence organization.

2. By law the operating elements of the Central Intelligence Agency, with the exception of certain facilities of the Office of Operations, are foreign service activities and must be able to move their personnel easily and often quickly in order that ever-changing situations which occur throughout the world may be rapidly and adequately met. This requires persons of high moral caliber and above average ability motivated by more than monetary return who are willing to spend a considerable portion of their lifetimes away from the United States. In order to gain a broad concept of the international intelligence operation and not lose intimate touch with the techniques and problems of field operations they must be willing to accept rotation of assignment between different parts of the world and Washington with the resultant disruption of domestic arrangements and the personal monetary loss which reassignments invariably involve. There should be no "palace guard".

3. The only way that competent, effective intelligence specialists and executives can be created is by a program of rotation of assignment of duties through the years with the consequent enhancement of the individual's over-all knowledge and judgment. To effect this and at the same time retain a high standard of morale, the grade or rank and consequent pay and authority must be in the individual rather than the job held, which is the principal difference between Civil Service and a commissioned service. There is also a strong psychological factor inherent in an officers corps which tends to increase effort to do well and retain membership. An esprit de corps can be built up which will increase the effectiveness of the organization and provide a motivation beyond the monetary and security benefits obtainable.

4. In order for the United States to have an effective Intelligence Corps, individuals must be willing to give up the major portion of their lives to this work with all its hazards, security inconveniences and anonymity. The benefits of being a member of the proposed career corps must offer sufficiently strong personal inducements to attract and to retain

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personnel of the high caliber necessary for the successful prosecution of the national intelligence effort throughout the working years of their lives, equal or greater benefits than now available to the officers of the Foreign Service of the State Department or those of the military service must be offered.

5. The creation of a career corps should be based upon the establishment of an Intelligence Service modeled along the lines of the Foreign Service of the State Department, as modified by the recommendations of the Hoover Commission, or one of the commissioned services such as the Public Health Service, the Coast and Geodetic Survey or those of the Defense establishment. The Civil Service system, the practices of which the Central Intelligence Agency presently follows, does not adequately meet requirements for overseas service set forth above, and I do not believe that it is entirely adequate or provides a sound basis for gaining the broad knowledge and experience required [REDACTED]

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6. To summarize, it is my opinion that:

(a) The establishment of a career corps is essential to the successful prosecution of the activities of the CIA.

(b) Civilian personnel practices or those of the Civil Service system are not suited for an intelligence service career corps.

(c) Adequate inducements and benefits must be provided in the proposed program to attract and retain individuals of high caliber.

(d) An Intelligence Service should be established modeled along the lines of the State Department's Foreign Service or the commissioned services of the military establishment, with equal or greater benefits.

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